

---

# HISTORY OF LPI

*Lean Process Improvement in Michigan*

---



This is a story of how LPI  
was homegrown by state  
employees and is now  
the way we do business.

State  
Government  
has been  
testing methods  
through the  
years to  
improve



**how  
things  
are  
done**



MBO

Management by Objectives



80's



90's



2000's





The concept started at the Michigan Department of Transportation (MDOT) in the '90s based on

**Michael Hammer's**

management theory of Business Process Reengineering (BPR).





Hmmm...  
But something was missing.

In the spirit of learning, we  
asked,

**"How can we get  
better?"**

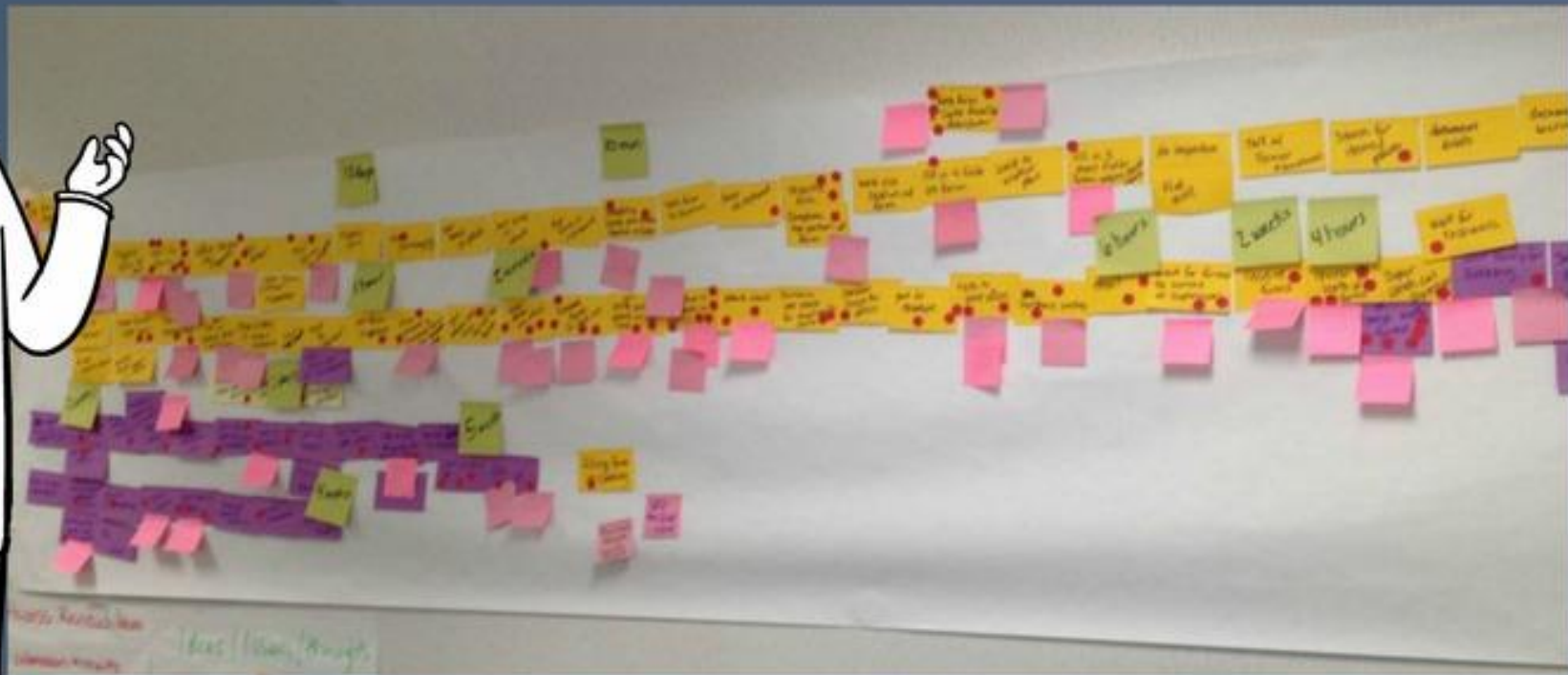
BPR focused on the design of workflows to help an organization re-engineer how they do their work.



Business Process Reengineering Cycle



BPR taught MDOT a key tool to see work visually through Process Mapping.





We learned to



PROCESS MAP



ANALYZE THE  
PROCESS

So we



For additional methods



# Westinghouse

INNOVATION YOU CAN BE SURE OF

We checked out what  
companies were doing.

We brought in  
Westinghouse to teach us  
tools and how to improve  
processes.





**Manage  
Process  
Performance**

**Commit to  
Performance  
Improvement**

**Select and  
Scope  
Process**

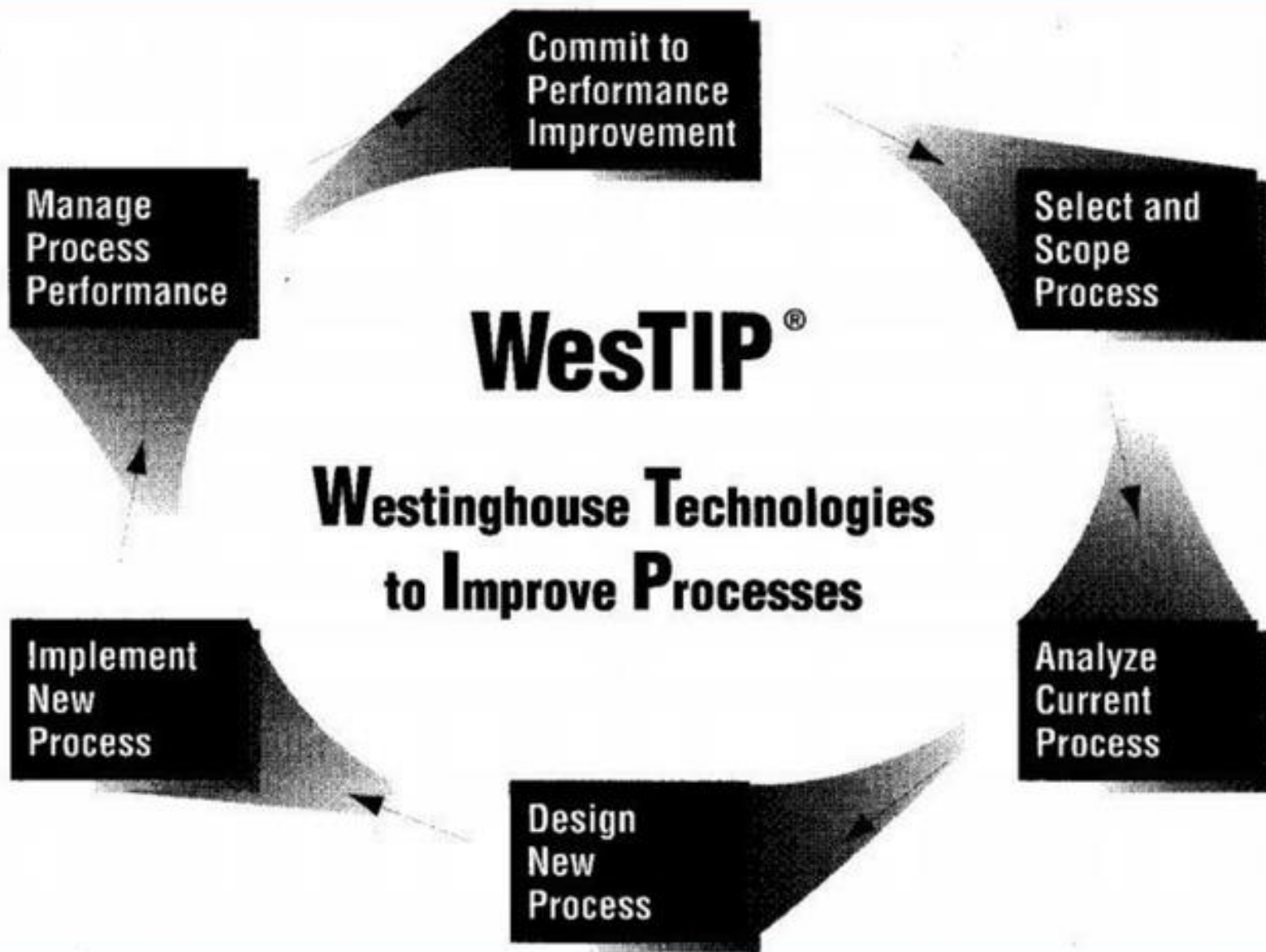
**WestTIP<sup>®</sup>**

**Westinghouse Technologies  
to Improve Processes**

**Analyze  
Current  
Process**

**Design  
New  
Process**

**Implement  
New  
Process**





State employees  
watched Westinghouse  
and drew a  
**COOKBOOK**  
for all state employees  
to use.





But once again we asked,

**"How can we get better?"**

Analysis was going well, but  
implementing change was rocky.





We learned to



PROCESS MAP



ANALYZE THE  
PROCESS



ISSUES



ROOT CAUSE



IDEAS



So we went to George Washington University  
to learn about Project Management and  
added this to the cookbook.



We learned to



PROCESS MAP



ANALYZE THE  
PROCESS



ISSUES



ROOT CAUSE



IDEAS



IMPLEMENT  
PLANS



REDESIGN THE  
PROCESS



Also, we reached out to



to learn more about how to measure  
our processes.



We learned to



PROCESS MAP



ANALYZE THE  
PROCESS



ISSUES



ROOT CAUSE



IDEAS



IMPLEMENT  
PLANS



REDESIGN THE  
PROCESS



CUSTOMER  
FEEDBACK



MEASUREMENT  
OF RESULTS

As we grew the LPI methodology, Lean was also growing in the business world.





LPI was introduced into other state agencies.



MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION



Department of  
**AGRICULTURE**  
& Rural Development



LICENSING AND REGULATORY AFFAIRS  
CUSTOMER DRIVEN BUSINESS MINDED



# Results of our work changed Michigan and citizens were talking about it.





We started to get recognized with  
National and International Awards.



Finally, we developed a  
statewide initiative for  
supporting

# **Enterprise Lean & Transformation**

Today LPI is a statewide method, managed centrally by Reinventing Performance in Michigan (RPM), that provides:



- Facilitator boot camps
- Facilitators for LPI Projects
- Promotion of LPI Successes
- RPM Awards Program launched in 2016!



# Click Below for the Module Review!

must complete the survey to receive  
certificate of completion for Level I LPI  
Training

